

International Cooperative Acquisition Education

Over Two Decades of Progress

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In January 2001, the U.S. Commission on National Security/21st Century issued its report, *Road Map for National Security: Imperative for Change*. The Commission stated that “America cannot secure and advance its own interests in isolation. The nations of the world must work together – and the United States must learn to work with others in new ways ... U.S. policy should join its efforts with allies and multilateral institutions wherever possible; the United States is wise to strengthen its partners and, in turn, will derive strength from them.”

Strength Through Education

One way the United States strengthens its allies and partners is through education and educational activities. At the Defense Systems Management College (DSMC), our primary international educational efforts are focused on our international acquisition courses, which have grown from small beginnings in 1979, to three one-week international courses; a large diversity of seminars, symposia, fora, and special course offerings; and finally, the establishment of an International Cooperative Acquisition Chair within the Executive Institute of the Defense Acquisition University.

The following chronology spans over 20 years of DSMC involvement in international cooperative acquisition:

Hermann O. Pfrengle lectured in every offering of the Multinational Program Management Course since 1979. Formerly assigned to the German Liaison Office for Defense Materiel U.S./Canada, Pfrengle now lectures regularly on “Working with Americans.”

Jerry Cooke and DSMC Professor Richard Kwatnoski. As a contractor to DSMC, Cooke was instrumental in developing the Advanced International Management Workshop in 1989. He still provides lectures and curriculum development services for the Workshop. Kwatnoski is the Course Manager for the Advanced International Management Workshop.

First International Acquisition Course – 1979

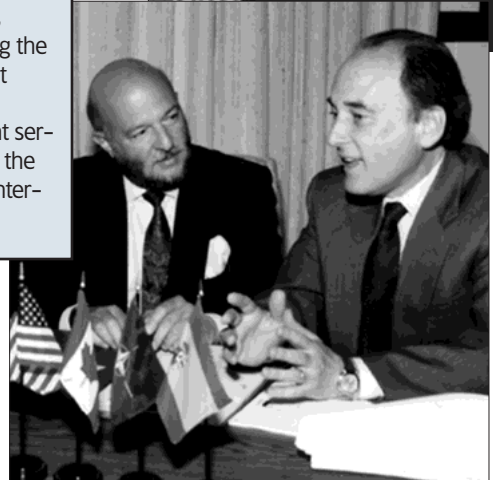
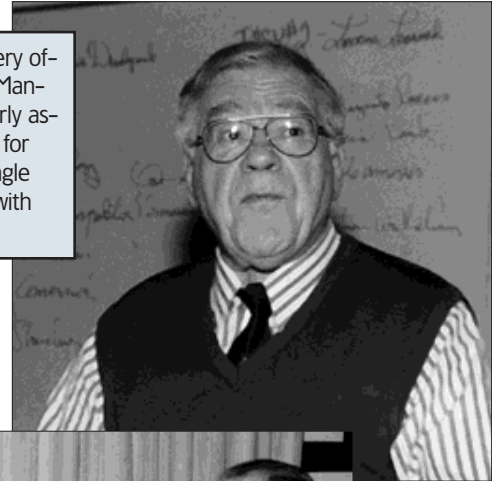
MULTINATIONAL PROGRAM MANAGEMENT COURSE (PMT 202)

While DSMC has been around for 30 years, our international program did not begin until 1979, with the first offering of the Multinational Program Management Course. Like all three of our current international acquisition courses, this is a one-week offering, and is designated as an assignment-specific course for the acquisition workforce. While designated an Acquisition Category (ACAT) Level II course, PMT-202 is viewed as the introduction to the world of international program management.

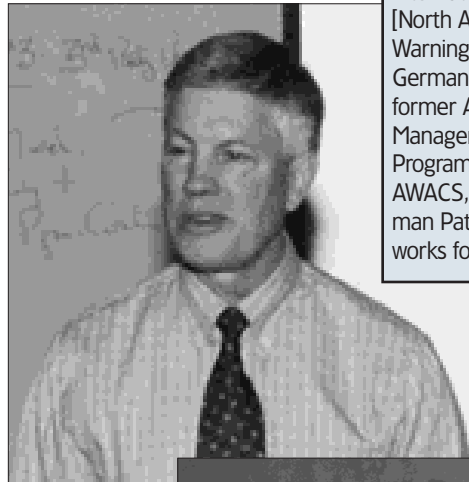
First International Seminars – 1983

BILATERAL SEMINARS WITH GERMANY

The College’s next international education expansion came during the mid-1980s. DSMC and its German equivalent defense educational institution, the Federal Academy of Defence Administration & Military Technology (BAK-WVT) in Mannheim teamed to conduct three biennial, international acquisition seminars beginning in 1983. These were the genesis for multilateral seminars with our European partners.



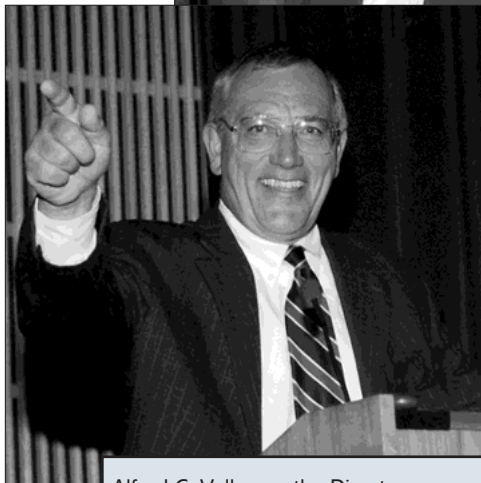
Kwatnoski is the Director, International Acquisition Courses and Seminars, DSMC, Fort Belvoir, Va.



Dr. Richard Grimm attended the first offering of the Multinational Program Management Course, and has lectured in almost all subsequent offerings on "An International Trilogy: F-16, NATO AWACS [North Atlantic Treaty Organization Air Warning and Control System], and the German Patriot Program." Grimm, a former Air Force colonel, was the Financial Manager for the F-16 International Program, Program Manager for NATO AWACS, and Industry Manager of the German Patriot for Raytheon Corp. He now works for Polaroid Corp.



The late Susan Ludlow-MacMurray, while serving as Director, International Security Programs, Office of the Under Secretary of Defense (Policy), lectured in almost all offerings of the Advanced International Management Workshop since the first offering in 1989.



Alfred G. Volkman, the Director, International Cooperation, Office of the Under Secretary of Defense (Acquisition, Technology and Logistics), along with his Atlantic, Pacific, and Plans and Analysis Directors, provides course lectures, international seminar presentations, and International Acquisition forums.

Multilateral International Seminar With European Partners – 1989

ANNUAL INTERNATIONAL ACQUISITION/PROCUREMENT SEMINAR – ATLANTIC (IAPS-A)

In 1988 DSMC organized an informal seminar in London, United Kingdom. Representatives from the United Kingdom and Germany attended, and suggested additional teaming to conduct an annual seminar. In November 1988, representatives of the German Federal Academy of Defence Administration & Military Technology (BAkWVT), and the British Royal Military College of Science (RMCS) met at DSMC to formalize the arrangement. The formal arrangement became known as the International Defense Educational Arrangement (IDEA),

and was signed by the respective heads of the defense educational institutions (BAkWVT, RMCS, and DSMC). Annual seminars ensued, beginning with the first IDEA-sponsored seminar in Bonn, Germany, in 1989. France joined IDEA in 1991, the member institution currently being the Centre des Hautes Études de l'Armement (CHEAr), Paris, France. The arrangement among the four institutions is to rotate annually the seminar hosting responsibilities. In June 2001, the 13th Annual International Acquisition/Procurement Seminar – Atlantic will be conducted at BAkWVT in Mannheim, Germany.

Second International Acquisition Course – 1989

Advanced International Management Workshop (PMT 304)

During the late 1980s, officials in the Office of the Secretary of Defense (OSD) became concerned with the poor quality of international project agreements that U.S. negotiators were staffing and seeking authority to conclude. OSD officials pressed DSMC into service to assist in resolving this deficiency. DSMC developed a one-week workshop dedicated to the development and negotiation of international cooperative project agreements, more commonly referred to as Memoranda of Understanding (MOU). We have trained over 600 U.S. DoD personnel in the drafting and negotiating of such agreements over the past decade. This is a factor in the tripling of the annual number of international project agreements in recent years.

Third International Acquisition Course – 1995

INTERNATIONAL SECURITY & TECHNOLOGY TRANSFER/CONTROL COURSE (PMT 203)

During the mid 1990s, officials in the Office of the Under Secretary of Defense (Policy), specifically the Director, International Security Programs, desired to heighten the awareness of the acquisition workforce about security and technology transfer issues in international programs. OSD officials again pressed DSMC into service to assist in resolving this deficiency. DSMC developed a one-week course ad-

addressing these topics for the acquisition workforce.

International Acquisition Forums — 1996

In the mid-1990s, the Deputy Under Secretary of Defense for International Programs recognized a need for OSD and Service representatives actively engaged in international cooperative programs, to meet regularly to present and exchange views on contemporary, and sometimes contentious, international acquisition topics. He asked DSMC to host the Forums, which have been conducted biannually at the College since 1996. They are currently chaired by the OSD Director, International Cooperation and, on occasion, have been attended by the Principal Deputy Under Secretary of Defense (Acquisition, Technology and Logistics). Attendance is by invitation only, and is restricted to U.S. Government participants, primarily DoD. The 10th biannual International Acquisition Forum will be conducted at DSMC during May 2001.

Special Offerings In-Theater — 1996

DEFENSE COOPERATION IN ACQUISITION COURSE

In the mid-1990s, Pacific Command (PACOM) recognized a need for training their personnel in-theater who support cooperative acquisition programs with our Pacific partners. This has evolved into a biennial offering with past offerings in Singapore and Australia. European Command (EUCOM) has expressed a strong interest in beginning a similar offering in the European Theater. Plans are underway to conduct the EUCOM offering this year.

Multilateral International Seminars With Pacific Partners — 1998

ANNUAL INTERNATIONAL ACQUISITION/PROCUREMENT SEMINAR — PACIFIC (IAPS-P)

In the Pacific region, a similar arrangement to the one with our Atlantic partners has evolved. This arrangement is among defense institutions and Ministries in the United States, Australia, South Korea, Singapore, and New Zealand. The arrangement among the five institutions/Ministries is to rotate

annually the hosting responsibilities for the annual seminar. In September 2001, the 4th Annual International Acquisition/Procurement Seminar — Pacific will be conducted at the Defense Acquisition University/Defense Systems Management College, Fort Belvoir, Va.

International Chair — 1998

DAU-DSMC instituted the position of International Cooperative Acquisition Chair, complementing the DoD, Services, and Industry chairs of the Executive Institute. South Korea provided the first International Chair in 1998, France followed, and Australia is expected to be next in 2001.

The Way Ahead — 2001

DAU President Frank J. Anderson Jr. has named "Strategic Alliances" with allied nations and others as one of his 2001 "Fast-Track" Initiatives. Indeed, interest in international cooperative research, development, and acquisition projects is surging. Moreover, the new DoD 5000 series places high emphasis on the interoperability of military equipment with that of our allies, which lends further impetus to our international acquisition education initiatives.

For all of these reasons, the author proffers the following enhancements to the DAU/DSMC international education program:

- a joint EUCOM/PACOM conference on Defense Cooperation in Armaments
- a conference with industry on defense industrial globalization
- more special offerings in-theater to include allied participation
- more teaming with other defense educational institutions.

Readers are encouraged to visit DSMC's International Web site at:

<http://www.dsmc.dau.mil/international/international.htm>

B I B L I O G R A P H Y

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emy," *Program Manager Magazine*, September-October 1997.

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"World-Class Education: Defense Systems Management College Measures Up Internationally," *Program Manager Magazine*, January-February 1999.